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European Career Development – a Challenge for European Human Resource Management

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Abstract

European career development should be a challenge for each of us. Current situations, the European economic context, technological evolution, the opening of European labor market are allowing people to a higher mobility concerning personal career. Thus, the development of a European career can be a challenge for each of us, depending on personal choices and on the context and development of each person's life. Is European career a better solution for individual development? Is that professional perfection for each person? These are questions that I will try to answer in this study.

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Keywords: european career; human resources; skills.

1. Introduction

Europe accounts for one-tenth of the world's population. Two-thirds of Europeans live in countries that are members of the economic federation known as the European Union (EU). Because there is nowhere another region containing so many differences in terms of historical, cultural and linguistically, European human resource management is very complex like Brewster said (1995).

Every country in Europe has its own system of employment, their institutions and their own legal system. According to www.fedee.com the proportion of the population (aged 15-64) that is employed in the EU is just

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66.0% compared to 69.3% in Japan and 71.5% in the USA. Cultural, legal, economic, social and political differences involve that European human resource management must ensure that organizations can act to achieve their goals. Besides this, there are legal limitations through state intervention in the regulation of human resources strategies and policies specific EU and also to national level.

2. European career

European Union launched the European Employment Strategy (EES) at the European summit meeting in Luxembourg on November 1997. In 2005 was analyzed and reformulated the strategy which was aligned to a set of the Lisbon objectives. In 2008 they updated guidelines on policies about employment rate for 2008-2010. European Commission launched in 2010 the Europe 2020 strategy. European Council agreed on five main objectives, the first of which is to increase the employment rate of employment for women and men aged between 20 and 64 to 75% by 2020 (ec.europa.eu).

Statistics regarding the labor market have big importance for many EU policies. Proportion of the population that is employed is a key social indicator. Employment rate for persons aged 15-64 years decreased over several years to reach 64.1% in 2010. In contrast, in 2011 there was a slight increase in the 27 European Union countries, reaching 64.3%.

Table 1: Employment rate for the age range 18-64 years, from 2001-2011

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
EU-27	62.6	62.4	62.6	63.0	63.4	64.4	65.3	65.8	64.5	64.1	64.3
Euro area	62.1	62.3	62.6	63.1	63.6	64.6	65.5	65.9	64.5	64.1	64.2
Belgium	59.9	59.9	59.6	60.3	61.1	61.0	62.0	62.4	61.6	62.0	61.9
Bulgaria	49.7	50.6	52.5	54.2	55.8	58.6	61.7	64.0	62.6	59.7	58.5
Czech Republic	65.0	65.4	64.7	64.2	64.8	65.3	66.1	66.6	65.4	65.0	65.7
Denmark	76.2	75.9	75.1	75.7	75.9	77.4	77.0	77.9	75.3	73.3	73.1
Germany (1)	65.8	65.4	65.0	65.0	65.5	67.2	69.0	70.1	70.3	71.1	72.5
Estonia	61.0	62.0	67.9	63.0	64.4	68.1	69.4	69.6	63.5	61.0	65.1
Ireland	66.8	65.5	65.5	66.3	67.6	68.7	69.2	67.6	67.7	60.1	59.2
Greece	56.3	57.5	58.7	59.4	60.1	61.0	61.4	61.9	61.2	59.6	55.6
Spain (1)	57.8	58.5	59.8	61.1	63.3	64.8	65.6	64.3	53.8	58.6	57.7
France	62.8	63.0	63.9	63.7	63.7	63.6	64.3	64.6	64.0	63.8	63.8
Italy (2)	54.8	55.5	56.1	57.6	57.6	58.4	58.7	58.7	57.5	56.9	56.9
Cyprus	67.6	68.6	69.2	68.9	68.6	69.6	71.0	70.9	69.9	69.7	68.1
Latvia	58.6	60.4	61.8	62.3	63.3	66.3	68.3	68.6	60.9	59.3	61.6
Lithuania	57.5	59.9	61.1	61.2	62.6	63.6	64.9	64.3	60.1	67.8	60.7
Luxembourg	63.1	63.4	62.2	62.5	63.6	63.6	64.2	63.4	65.2	65.2	64.6
Hungary	58.2	58.2	57.0	56.8	58.9	57.3	57.3	58.7	55.4	55.4	55.6
Malta	54.3	54.4	54.2	54.0	53.9	53.6	54.6	55.3	55.0	58.1	57.6
Netherlands (3)	74.1	74.4	73.6	73.1	73.2	74.3	76.0	77.2	77.0	74.7	74.9
Austria (2)	68.1	68.7	68.9	67.8	68.6	70.2	71.4	72.1	71.8	71.7	72.1
Poland	53.4	51.5	51.2	51.7	52.8	54.5	57.0	59.2	59.3	59.3	59.7
Portugal (4)	69.0	68.8	68.1	67.8	67.5	67.9	67.8	68.2	66.3	65.6	64.2
Romania (5)	62.4	57.8	57.6	57.7	57.6	58.8	58.8	59.0	58.8	58.8	56.5

Slovenia	63.8	63.4	62.6	65.3	68.0	66.6	67.8	68.6	67.5	68.2	64.4
Slovakia	56.8	56.8	57.7	57.0	57.7	59.4	60.7	62.3	60.2	58.8	59.5
Finland	68.1	68.1	67.7	67.6	68.4	69.3	70.3	71.1	68.7	68.1	69.0
Sweden (1)	74.0	73.6	72.9	72.1	72.5	73.1	74.2	74.3	72.2	72.7	74.1
United Kingdom	71.4	71.4	71.5	71.7	71.7	71.6	71.5	71.6	69.9	69.5	69.5
Iceland	-	-	83.3	82.3	83.8	84.6	85.1	83.6	78.3	78.2	78.5
Norway	77.2	76.8	75.5	75.1	74.8	75.4	75.8	78.0	76.4	75.3	75.3
Switzerland (3)	79.1	78.9	77.9	77.4	77.2	77.9	78.6	79.5	79.0	78.6	79.3
Croatia	-	53.4	53.4	54.7	55.0	55.6	57.1	57.8	56.5	54.0	52.4
FYR of Macedonia	-	-	-	-	-	39.6	40.7	41.9	43.3	43.5	43.9
Turkey	-	-	-	-	-	44.6	44.6	44.9	44.3	46.3	46.4
Japan	68.8	68.2	68.4	68.7	69.2	70.0	70.7	70.7	70.0	70.1	70.3
United States	73.1	71.9	71.2	71.2	71.5	72.0	71.8	70.9	66.7	68.7	66.6

- (1) Break in series 2005
(2) Break in series 2004
(3) Break in series 2010
(4) Break in series 2011
(5) Break in series 2002

Source: http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Employment_statistics

In Austria, Germany, Holland, Denmark and Sweden occupancy reaches a high enough level, between 72.1% - 74.9%, while in countries like Italy, Hungary and Greece are pretty small percentage 55.6% - 56.9%. Given the Europe 2020 strategy, we can see small variations in the annual growth of employment in the period 2001-2011 (table 2). Growth at EU level is only 0.2%, which is very little. Thus, given the objective of reaching an occupancy rate of 75% of the labor force, one solution may be a European career. A person who fails to engage in his country, but engage in an EU country is a success and is a step towards achieving goals and it may be the result of an efficient European human resource management.

Table 2: Annual employment growth by gender, 2001-2011

	Total				Male			Female	
	2001	2006	2011	2001	2006	2011	2001	2006	2011
			(1)		(2)	(3)		(2)	(3)
EU-27	0.9	1.6	0.2	0.5	1.3	0.1	1.5	2.0	0.4
Euro area	1.4	1.6	0.1	0.9	1.2	-0.2	2.1	2.1	0.5
Belgium	1.4	1.1	1.4	1.4	0.6	1.1	1.3	1.7	1.7
Bulgaria	-0.8	3.3	-4.2	-2.4	2.9	-5.3	1.1	3.9	-3.0
Czech Republic	-0.3	1.3	0.2	-0.2	1.3	-0.3	-0.5	1.3	0.9
Denmark	0.9	2.1	-0.4	0.7	1.9	0.2	1.1	2.2	-1.0
Germany	0.3	0.6	1.3	-0.3	0.2	1.2	0.9	1.0	1.5
Estonia	0.8	5.4	7.0	0.9	6.4	9.8	0.8	4.3	4.3
Ireland	3.1	4.4	-2.1	2.6	4.6	-2.3	3.9	4.1	-1.7
Greece	0.1	1.8	-6.7	0.2	1.1	-7.0	0.0	3.1	-6.3
Spain	3.2	4.0	-2.0	2.5	3.0	-3.0	4.6	5.4	-0.8

France	1.5	1.1	0.5	1.3	0.7	0.5	1.8	1.5	0.5
Italy	2.0	2.0	0.3	1.0	1.5	-0.2	3.8	2.6	1.1
Cyprus	2.2	1.8	0.5	-0.5	0.6	0.5	5.9	3.2	0.6
Latvia	1.2	4.9	-8.1	0.0	4.3	-6.3	2.5	5.6	-9.9
Lithuania	-3.8	1.8	2.0	-3.9	0.8	4.1	-3.7	2.9	0.1
Luxembourg	-	-	-	-	-	-	-	-	-
Hungary	-0.2	0.4	0.3	-0.6	0.7	1.2	0.4	0.1	-0.7
Malta	1.8	1.3	2.4	3.1	1.9	1.7	-1.4	0.1	3.9
Netherlands	2.1	1.7	0.7	1.3	1.4	0.1	3.1	2.1	1.4
Austria	0.7	1.7	1.4	-0.1	1.5	1.7	1.7	2.0	1.2
Poland	-	3.2	1.0	-	3.3	1.6	-	3.1	0.3
Portugal	1.8	0.5	-1.5	1.6	0.7	-1.3	2.1	0.3	-1.8
Romania	-	-	0.4	-	-	-0.2	-	-	1.1
Slovenia	0.6	1.5	-1.7	1.3	1.9	-1.9	-0.3	1.2	-1.5
Slovakia	0.6	2.1	1.8	0.2	3.0	2.3	1.1	0.9	1.1
Finland	1.3	1.8	1.2	1.0	1.9	1.6	1.7	1.8	0.7
Sweden	2.1	1.7	2.2	1.7	2.0	1.8	2.6	1.4	2.6
United Kingdom	1.1	1.1	0.5	1.1	1.0	0.6	1.2	1.1	0.4
Norway	0.3	3.5	1.4	0.2	3.6	1.3	0.5	3.3	1.5

- (1) Latvia, break in series.
(2) Germany, Spain, Italy, Austria, Romania and Sweden, break in series.
(3) The Netherlands and Portugal, break in series.
(4) Eurostat estimates of person employed are based on the estimates of jobs transmitted by the United Kingdom.

Source: http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Employment_statistics

Member States may set their own national targets and establish their own human resource management model suitable in order to implement the strategy.

European model of human resource management is based on the assumption that organizations have limited autonomy by following dimensions, according to Lefter (2008):

- International one, through EU regulations, the tendency is to reduce costs and to rise operational performance
- National one, European institutions must also comply with legal and institutional system of the countries in which they activate
- Organizational one, means to respect the interests of employees, by organizing debates on organizational initiatives with unions
- Ownership, means providing interests of the organization.

In the report to the European Council in October 2012, entitled "Implementation of the Pact for Growth and Jobs" states that: member states should continue to work to address economic and social challenges posed by high unemployment and demographic changes (ec.europa.eu). States should make efforts to reduce unemployment, to align their legislation with EU requirements and must encourage individual career development.

Lefter (2008) mentioned that career is an evolutionary sequence of activities and professional positions that reach a person, also attitudes, knowledge and associated skills that develops over time. Career is a very important aspect of a person's life. It is the constant struggle to achieve its goals, the objectives and the fulfillment of some dreams. Due family and personal needs, a person will always want to grow and to develop his career. Current situation, the Europeanization process, the European economic context, technological evolution, the opening of European labor

market is allowing to people to a higher mobility concerning personal career. Thus, the development of a European career can be a challenge for each of us, depending on personal choices and on the context and development of each person's life.

Europeanization process has a direct influence on management that is made in EU organizations. Thus appears new concepts like euromanagement, euro managers and euro skills.

Burduş (2001) defines euromanagement as a concept concerning problem solving and decision making at all levels of organizations, through which can distinguish european strategies identity and also planning, implementing and changing evaluations.

Euromanagers are people working in multinational companies, in a subsidiary of them in Europe or in national organizations in European Union countries. These are the main drivers of development trend of career at European level. They must understand european business environment and cultural, economic, social and cultural diversity specific to european area. Ideal euromanager profile should include a range of skills such as the ability to coordinate and lead people, the capacity to work in an international environment and he has to prove adaptability, flexibility and intuition (Table 3):

Table 3: Profile of ideal euromanager

ability to coordinate and lead people	communication skills, listening, counseling knowledge of human psychology ability to work in a multinational, intercultural or interdepartmental team negotiation skills in resolving conflicts
ability to work in an international environment	experience in international environment knowledge of at least 2 foreign languages geographical mobility overview understanding cultural differences
flexibility	ability to implement changes ability to understand diversity tolerance for ambiguity and uncertainty ability to self-improvement and to study adaptability at different cultural contexts
intuition	creativity capacity for innovation and anticipation
knowledge	strategic thinking systematic approach to problems understanding the historical context knowledge in various fields

Source: Marinaş, C., *Managementul comparat al resurselor umane*, Editura Economică, p. 225

Euroskills that a euromanager has should be linked with the abilities he needs to show (Table 4):

Table 4: Euro manager's skills

personality features	intuition, motivation, entrepreneurship, leadership skills, creativity, innovation, imagination, ambition, self-confidence
interpersonal skills	persuasion, ability to listen, communication skills, negotiation, counseling, coaching, conflict management

management skills	teamwork, result-oriented, well organized, decision-making, strategic thinking, control ability, comprehension performance, meeting deadlines, time management, delegation of tasks
analytical skills	numerical skills, capacity for analysis and synthesis, critical spirit
career guidance	capacity for self-evaluation, concern for personal and professional development, clear career goals, transferable skills
knowledge	information technology, business, entrepreneurship, sociology
attitudes and behaviors	flexibility and adaptability, sense of observation, sensitivity, responsiveness

Source: Marinaș, C., *Managementul comparat al resurselor umane*, Editura Economică, p. 226

Growing mobility of human resources across Europe and the availability to work across national borders, multiplying multinationals and expanding their activity, decreasing population, decrease of working population, low employment of male human resources, decrease the number of young people, women's employment growth, aging active population, diversifying structure of active population (ethnic minorities and people with disabilities integration), increasing training level of people who work, are factors that influence the europeanization career process.

Expanding career at European level is specific to employees operating in EU countries, those working in their own country, but for a company from another European country, workers that emigrate to an European country and working in an organization in the country where they establish and those who are seconded to work in international organizations and at European Commission for a limited period of time.

E. Schein identifies a number of differences between a developed career in an organization and one at European level, like:

- employment relations. Here we can talk about flexibility and adaptability in work for employees and about their ability to develop and obtain performance.
- national borders. A person working successively for several companies in different countries builds up a larger amount of skills, cultural knowledge and new challenges and opens new horizons in personal development. Also a company is more likely to find the right person for the job.
- skills. Facing new organizational environments, the need for adaptability, flexibility, portability, development thinking gives the employee the opportunity to improve and become better
- dimensions of success. Involve significant financial rewards, promotion, respect, status and recognition of individual value
- responsible for career development
- training employees. It can take different forms, from improving workplace training, up to domestic and international participation in courses, practical applications, seminars and conferences. Workers across Europe bring with them new skills and qualifications and can be possible exchange of knowledge in benefit of both of them.
- criteria for promotion. They may differ from European organizations to the national one. It is encouraged the individual's ability to learn and the wish is to reach his full potential rank of development.

The term of European career has psychological significance. It's being seen by managers and staff like an opportunity to professionally grow in different organizations. Eurocareer means freedom of movement; it expresses the ability of employees to harness knowledge and means more potential for development.

There are several advantages of a European career, such as: improving skills, creating a global mentality, developing managerial skills, increasing adaptability rank to new situations, identifying specific behaviors and values of European life, substantial material rewards, professional development and opportunities for promotion, personal development and possibility to benefit from the transfer of managerial know-how.

There are also a number of disadvantages determined by defining career and its development such as: the need for knowledge of foreign languages at a relatively high level, temporary separation from family, the emergence of differences between professional status achieved and new position within the organization, differences in standard of living, difficulties in adapting to the new environment, failure to adapt to the cultural values of the host country, distance from home.

A European career management system should be based on several principles, namely:

- European human resource management should not be by different national human resource management
- Foresight of human resource requirements should be based on the needs of organization and its objectives and on potential of candidates and their necessary skills
- Career development should be accessible to all employees and opportunities appeared must be notified to all
- Access to jobs must be possible for both national employees and those from abroad
- In human resources department should be a specialist in international business to effectively integrate the international dimension of human resource management
- There should be very well done job descriptions equivalence from different countries, allowing comparisons that provide accurate and truthful information about them and to enable employees to make based decisions
- Promoting employee must actually be encouraged, not only theoretically
- Develop international analysis and job evaluation systems so that each employee know better how it will be assessed and on what criteria and between employers must be an uniformity in this regard
- Substantiating of performance evaluation systems based on documents that are similar in most international organizations.

European career starts with selection and recruitment. There are a number of features depending on the country where the company is. They should be known by those who wish to internationally engage, and companies looking to hire people should promote these features. Regarding the selection and recruitment in Europe, since 2003 was introduced a unique model of Curriculum Vitae (CV), known under the name of European CV (http://europass.cedefop.europa.eu/en/documents/curriculum-vitae?loc=ro_RO , accessed on 31.01.2013). Using CV as the main selection tool is not mandatory; the main alternative is represented by the application form. It also uses the interview, of course, and here are differences between the ways of doing it in European countries.

Adapting to the post for which the person is selected is influenced by training on employees before departure from their country and after arrival at post. Many companies send their employees selected to European stations without preparatory training. Also, many people who want to occupy positions in European institutions haven't graduated a training program before. Constantinescu (1999) identifies that there are two types of training: the one that focus on specific job or organization (strategic training) and training focused on cultural issues. After taking the job abroad we can talk about employee training and, if necessary, about employee's family training. There are various forms and training programs of human resources, ranging from one organization to another, from one country to another.

In terms of performance evaluation there are differences from a national organization to a European one. Working in a European country can mean physical distance from managers or from the company's headquarters. So staff close monitoring suffers. Also varied changes can occur in European countries, from political to the economic one that can reduce the human resources performing their duties. Elaboration of high performance human resource evaluations systems must show uniform trend in all European Union countries. It must take into account of: the correct definition of job, the strategic role of the branch, time, distance, international changes that could affect business activity, market maturity, elements of ethics and culture, local evaluation methods, interdependence headquarter- branch, self-assessment, feedback transmitted effects, reaching the proposed objectives.

Working in a multinational company and having a eurocareer assume that promotion possibilities to be high. Thus, this employee has more options than a person working in a small organization, landlocked internationally. He can choose for a higher position in company where he works, even though this post may be in another country. It can also remain working where he is or he may choose to return to his country. Return from abroad involves a process of rehabilitation, both cultural and at the new job.

3. Conclusions

Some authors, Chivu (2003) consider that through eurocareers any organization can "equip" with the European powers. European Union enlargement and the development of a common policy on labor force organizations to adapt their human resources practices. The trend in Europe is to attract euroskills through experienced European employees and to reduce costs without affecting the efficiency and the effectiveness of the organization.

Development of training, general and more direct communication, improving recruitment (including online), generalization of diversified payment, the fact that human resource management becomes strategic, conditions of employment adaptations in light of changing economical, politically and socially environment, using methods of performance management, promoting equal opportunities, encouragement of lifelong learning, operational flexibility, control of overheads, possibility to work online for a company from another country is new frame of reference in European human resource management.

Managers must demonstrate flexibility and adaptability and must understand that the manpower is the most important investment they can make for their future organizational development.

A European career can be a better solution for personal development, can represent individual perfection and may be the solution to achieve the Europe 2020 goals

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